

TO: Community Development Task Force

FROM: Wynn Hjermstad, ~~Community~~ Development Division Manager

DATE: January 30, 2004

RE: Consolidated Plan – Year 5 Update

We are amending the “Consolidated Plan FY 2000 – FY 2003 for HUD Entitlement Programs”. This is an update for the 5th and final year to the current Consolidated Plan.

Enclosed please find updated information for the goals and strategies. Original information is provided and has been crossed through. Updated information is underneath in italics.

Please review the information for discussion and approval at the February 5 Task Force meeting.

Thank you.

Part IV - Neighborhood Revitalization and Anti-Poverty Strategy

City of Lincoln, Nebraska

Consolidated Plan FY 2000 - FY 2003 for HUD Entitlement Programs

improvements and housing in sub-neighborhood sized target and/or focus areas contained within the NRSA. (Since 1992, there have been 12 of these areas designated.) This strategy was selected to achieve demonstrable improvements in the short term—improvements that would increase neighborhood confidence and pride, and spur private investment. An analysis of changes in the City's four original target areas indicated that this is indeed happening. However, final victory in these areas cannot be declared yet.

Neighborhood Revitalization Strategy Area 2000

With submission of this consolidated plan, the City of Lincoln requests approval for an NRSA that follows the existing NRSA boundaries, with several modifications. (See Figure IV-1 on the following page). These modifications, which "annex" additional parts of the Near South, Woods Park, and South Salt Creek neighborhoods to the NRSA, are based on the following findings, analyses, and assessments:

1. The City of Lincoln Housing Conditions Study (see Part V) indicates housing conditions in these areas to be equal in deterioration to the existing NRSA, which is further supported by the determination of high-risk areas by the Lincoln Lancaster County Health Department's Lead Poisoning Prevention Program, and
2. Demographic analyses (using Community 2020) of household income, households with public assistance income, households with no earnings, minority households, and female headed households, with and without children, show that the new areas for inclusion are at similar levels to the existing NRSA, and in some cases, indicates greater need than parts of the existing NRSA.

NRSA Benchmarks

The proposed strategy for the NRSA calls for the continuation of neighborhood revitalization activities in existing target and focus areas, the implementation of activities in new focus areas, and the attainment of specific goals and benchmarks in the areas of housing, economic development, and community facilities and services for the NRSA overall. These goals and benchmarks are integrated into the strategies for each of these areas (Parts V, VII, VIII, and IX) and are summarized for the four year Consolidated Plan period as follows:

Activity	Overall Goal	NRSA Goal	% in NRSA
Homeowner Moderate Rehabilitation	480 units	240 units	50%
Investor Owner Moderate Rehabilitation	184 units	120 units	65%
Minor Exterior Repair of Housing	520 units 540 units	494 units 512 units	95%
First Time Homebuyer Assistance	100 households	60 households	60%
Jobs Created	138 FTEs 100 FTEs	69 FTEs 50 FTEs	50%
Commercial Building Facade Improvements	16 buildings 20 buildings	8 buildings 10 buildings	50%
Neighborhood Retail and Service Development	4 businesses 2 businesses	4 businesses 2 businesses	100%

In addition to the above benchmarks, the City's NRSA Strategy earmarks all funds for focus area public improvements (projects that include activities such as streetscapes, sidewalks, parks, and landscaping), for the NRSA, and calls for the prioritization of community facility improvement and community services grants to projects that can demonstrate benefit to residents of the NRSA. Further, the strategy identifies activities which will be undertaken to increase investment, both public and private, within this area.

These activities include marketing efforts to increase homeownership, work with financial institutions to focus lending in this area, and work with other City departments to improve the City's response to needs in the area. The City will also continue its efforts to access other sources of Federal or state aid for this area, and undertake the implementation of several Special EDI projects in the area. These activities are identified and/or detailed in the remainder of this plan and will also be addressed in the City's annual

Part V - Housing

City of Lincoln, Nebraska

Consolidated Plan FY 2000 - FY 2003 for HUD Entitlement Programs

Goals and Strategies

Safe and Decent Housing: Promote the preservation, maintenance and renovation of substandard or inadequate housing throughout the City, with emphasis on the NRSA and low income areas.

Strategy 1 Provide a wide range of rehabilitation programs, with special incentives for properties located in the NRSA, focus areas, and low income areas.

Activity	5 year goal	Dollars Needed	Sources
Home Owner Rehabilitation Programs	240 Units in NRSA 200 Units in LMI Areas 40 Units in non-LMI Areas 432 units w/ minor exterior repair — (410 units in NRSA) 540 units w/minor exterior repair (512 in NRSA)	\$1,356,000 \$1,695,000 \$400,000 \$500,000 \$1,400,000 \$1,750,000	CDBG HOME Private (leverage)
Investor Owner Rehabilitation Programs	120 units in NRSA 64 units in LMI Areas 88 units w/ minor exterior repair — (84 in NRSA) 110 units w/minor exterior repair (105 in NRSA)	\$1,400,000 \$300,000	CDBG Private (leverage)
Housing Rehabilitation Administration	NA	\$1,123,000 \$1,403,750 \$260,000 \$325,000	CDBG HOME

Strategy 2 Provide financial assistance for the removal of architectural barriers in rental or owner-occupied housing throughout the city.

Activity	5 year goal	Dollars Needed	Sources
Barrier Removal Program	62 units 77 units	\$180,000 \$225,500	CDBG

Strategy 3 Ensure the safety of housing occupants through the testing and abatement of lead based paint, and by providing financial assistance for costs attributable to abatement procedures.

Activity	5 year goal	Dollars Needed	Sources
Lead Paint Abatement	40 units	\$280,000	CDBG

Strategy 4 Establish an on-going program for affirmatively marketing City-administered rehabilitation programs.

Home Ownership Opportunities: Promote the preservation and revitalization of older areas, and the "self sufficiency" of lower income families, through increased opportunities for home ownership.

Strategy 1 Provide education and training to potential homebuyers to assist them in home purchase.

Activity	5 year goal	Dollars Needed	Sources
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First Time Home Buyer Counseling	600 households 750 households	\$344,000 \$430,000	CDBG
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Strategy 2 Increase homeownership by providing creative homebuyer assistance programs, with special incentives for properties located in the NRSA, focus areas, and low income areas.

Activity	5 year goal	Dollars Needed	Sources
First Time Home Buyer Down Payment Assistance Programs	51 households in NRSA 95 households outside NRSA 60 households outside NRSA	\$1,800,000 \$2,250,000 \$6,450,000 \$8,062,500	HOME/CDBG Private (leverage)
Troubled Property Program	24 units acquired for rehab and/or demolition and new construction (Homebuyer Assistance Inc. above) (Homebuyer Assistance Inc. above)	\$615,000 \$768,750 \$2,380,000 \$2,975,000	HOME Program Inc. retained by CHDO AHTF

New Housing Development: Increase the supply of affordable housing for low and moderate income households (renters and homebuyers), including persons with special needs.

Strategy 1 Provide assistance to increase the supply of affordable housing, including developments in non low/moderate income areas that present opportunities for achieving economic and racial diversity, special needs projects, and adaptive reuse projects that will utilize vacant downtown building floors for the creation of affordable housing.

Activity	5 year goal	Dollars Needed	Sources
New Construction Rental Housing, including Adaptive Reuse	80 affordable rental units 20 affordable rental units	\$1,200,000 \$300,000 \$2,500,000 \$3,500,000 \$700,000	CDBG/HOME CDBG Tax Credit Private
Rehabilitation of Rental Units within Existing Affordable Projects	100 units	\$600,000	CDBG/HOME
New Construction Owner Occupied	40 units for First Time Homebuyers (33 for LMI households) 50 units for First Time Homebuyers (41 for LMI households)	\$257,000 \$321,250 \$3,930,000 \$4,912,500	NHTF (State) Private

Strategy 2 Provide financial assistance for the acquisition of vacant land for affordable housing development that is compatible with the character of the surrounding neighborhood.

Activity	5 year goal	Dollars Needed	Sources
Infill Housing Redevelopment	45 units 19 units	\$200,000 \$250,000 \$500,000 \$625,000	HOME/CDBG Private

Public Policy and Institutional Structure: Strengthen or establish policies, procedures, and institutions that support and maintain the quality, affordability, and availability of housing for lower-income households and preserve and enhance the quality of life in older neighborhoods.

Strategy 1 Work with private and public financial sources to leverage public funds and increase the total pool of available resources and to encourage private investment and reinvestment in older neighborhoods.

- Strategy 2 Amend existing City ordinances to require the licensure of one and two-family rental units throughout the City.
- Strategy 3 Develop a mechanism to link elderly homeowners who want to sell their homes with first time homebuyers.
- Strategy 4 Strengthen the City's mechanisms for addressing housing quality and environmental problems, including housing code enforcement, Problem Resolution Team activities, and establishment of an Public Health and Safety docket in County Court.
- Strategy 5 Establish a Housing Rehabilitation Code (vs. following new construction standards for rehabilitation projects) with standards that would reduce costs of rehabilitation.
- Strategy 6 ~~Work toward the establishment of additional private non-profit Community Development Corporations (CDCs) to benefit underserved or special project areas in Lincoln, such as Antelope Valley and south central neighborhoods.~~

Activity	5 year goal	Dollars Needed	Sources
Technical Assistance and Operational support		to be determined	CDBG/HOME Private

- Strategy 7 Explore the use of property tax abatement and tax credits for improved properties in the NRSA to encourage privately financed rehabilitation of housing.
- Strategy 8 Provide small investor owners ("Mom and Pop" type) with information and technical assistance that will help them in making decisions about tenant selection and property management.

Fair Housing: Affirmatively further fair housing and increase fair housing opportunities throughout the City through the removal of barriers/impediments to fair housing.

- Strategy 1 Ensure the City's compliance with Federal Fair Housing law through regular review and, as needed, amendments to Title 11 of the Lincoln Municipal Code (Equal Opportunity Ordinance).
- Strategy 2 Work to establish Substantial Equivalency of the City's Fair Housing Law (Title 11 of the Lincoln Municipal Code) and obtain 801(f) certification from HUD for the City's Human Rights Office, so that complaints regarding violations of Federal Fair Housing law can be filed locally.
- Strategy 3 Aggressively monitor compliance with affirmative fair housing marketing requirements by subrecipients and borrowers.
- Strategy 4 Increase public awareness (for both consumers and providers) of fair housing law.

Activity/Program	Goals	Budget	Sources
Fair Housing Activities		to be determined	CDBG

- Strategy 5 Ensure that Section 504 regulations are met in the new construction and substantial rehabilitation of residential units.

Part VI - Homelessness and the Continuum of Care

City of Lincoln, Nebraska

Consolidated Plan FY 2000 - FY 2003 for HUD Entitlement Programs

Goals and Strategies

The strategies identified below have been developed to maintain existing services, respond to gaps and deficiencies in the Continuum of Care, and improve resource allocation to, and service delivery by, the agencies and organizations that assist homeless and near-homeless populations.

Homeless Prevention: Work with non-profit human service providers to maintain and/or improve prevention services for those at risk of becoming homeless.

Strategy 1 Provide assistance to households at risk of eviction for non-payment of rent or utilities.

Activity	5 year goal	Dollars Needed	Sources
Direct Financial Assistance for rent or utility arrearages, security deposits	1,800 households 2,250 households	\$92,400 \$115,500 \$204,600 \$255,750 \$400,000 \$500,000	ESG HSATF (State) Other Public
Homeless Security Deposit Assistance Program	160 families 200 families 140 single persons 175 single persons	\$100,000 \$125,000	HOME

Strategy 2 Work with local human service providers to assist households at-risk of becoming homeless and provide services that address the longer term, basic causes of their higher risk.

Activity	5 year goal	Dollars Needed	Sources
Case Management	8,000 households/persons 11,000 households/persons	Included in above	CDBG/Other Public

Emergency Shelter and Services: Provide for the emergency needs, including shelter, food, and other essential services, of homeless families and individuals.

Strategy 1 Provide financial support to agencies providing shelter and services to the homeless.

Activity	5 year goal	Dollars Needed	Sources
Emergency Overnight Shelter	1,500 families (4,650 persons) 1,875 families (5,812 persons) 1,080 single women 1,350 single women 5,600 single men 7,000 single men 480 youth 600 youth	\$123,200 \$154,000 \$589,600 \$737,000 \$742,800 \$891,000	ESG HSATF (State) Private (match only)
Day Shelter	3,600 adults 4,500 adults 320 adults case management 400 adults case management	Included in above	ESG/HSATF (State)/ Private

Transitional Housing Needs: Provide for the housing and supportive services needs of households moving out of emergency shelter to ensure their self-sufficiency and successful tenancy in permanent housing.

Strategy 1 Work with local agencies to maintain existing transitional housing programs.

Activity	5 year goal	Dollars Needed	Sources
Transitional Housing	48 families 60 families 280 single person adults 350 single person adults	\$92,400 \$115,500 \$85,800 \$107,250 \$178,200 \$222,750	ESG HSATF (State) Private/Public (match only)

Strategy 2 Assist in the development of transitional housing programs to address the specific needs of critically under-served homeless sub-populations.

Permanent Supportive Housing Needs: Provide permanent housing opportunities with support services for populations with on-going needs for assistance with daily living, or assistance in becoming self sufficient.

Strategy 1 Assess the need for permanent supportive housing, including new housing development, and the provision of services in existing developments, and assist in the creation of units or support services, as identified.

Activity	5 year goal	Dollars Needed	Sources
Permanent Supportive Housing Development	included in Part V New Housing Development	included in Part V	HOME CDBG
Supportive Services	included in Part IX Community Services	included in Part IX	CDBG

Public Policy and Institutional Structure: Strengthen and/or establish mechanisms, procedures, and institutions that improve and maintain the efficiency of service provision to homeless and near-homeless populations.

Strategy 1 Establish a statistically accurate method of gathering and reporting information on the size and characteristics of homeless and near homeless populations, and improve the coordination of service delivery to homeless and near homeless clients by multiple agencies, and the assessment and case management of clients at the agency level.

Activity	5 year goal	Dollars Needed	Sources
IRIS Program HMIS	26 agencies using IRIS and reporting regularly 25 agencies using HMIS and reporting regularly	\$86,000 \$40,000 \$200,000 To be determined	CDBG Woods-Charitable Private

Strategy 2 Work with the Lincoln Homeless Coalition and the Continuum of Care Planning and Evaluation Committee to develop and improve partnerships and collaborative efforts to eliminate duplication of services.

Strategy 3 Work with funding agencies to develop a resource allocation and funding plan that accurately identifies existing fund sources and gaps and program timeframes, so that budgetary and programmatic changes at the local, state and federal levels can be managed without a loss of service.

Strategy 4 Identify and engage, wherever possible, "mainstream" housing and service resources (i.e., job training, case management, mental health treatment, medical care, life skills training, etc.) for assistance to homeless populations.

- Strategy 5** Improve public and private support for the Continuum of Care through public education and communication with the broader community.
- Strategy 6** Support the development of a coordinated human service delivery plan/system that includes the creation of a comprehensive assessment/evaluation team made up of licensed and/or credentialed substance abuse, mental health, vocational, legal, and medical professionals who can identify the specific needs of chronically homeless individuals and families and develop a single, comprehensive plan (including appropriate referrals and recommendations for supportive services, including transitional housing programs) to address a person's or family's homelessness.

Part VII - Economic Development

City of Lincoln, Nebraska

Consolidated Plan FY 2000 - FY 2003 for HUD Entitlement Programs

Goals and Strategies

Business Development: Increase the number of new private sector quality full-time permanent jobs, available to, or taken by, low and moderate income persons by supporting endeavors aimed at sustaining or increasing business activity.

Strategy 1 Provide direct financial assistance to new or existing business enterprises to create or retain jobs, emphasizing businesses creating positions which pay a "living wage".

Activity	5 year goal	Dollars Needed	Sources
"Gap" Financing Program	80 persons with full time employment	\$1,140,000	CDBG
	(40 in NRSA)	\$1,425,000	
	100 persons with full-time employment	\$1,710,000	Private
	(50 in NRSA)	\$2,137,500	

Strategy 2 Provide financing for businesses created by low-income entrepreneurs.

Activity	5 year goal	Dollars Needed	Sources
Micro-lending	80 persons	\$240,000	CDBG
	100 persons	\$300,000	
		\$320,000	Private
		\$400,000	
		\$100,000	Other Public
		\$125,000	

Strategy 3 Work with private and public financial sources to leverage CDBG funds to increase total pool of resources available for small business.

Activity	5 year goal	Dollars Needed	Sources
Capital Access Program	20 persons	\$50,000	CDBG
		\$1,000,000	Private

Strategy 4 Continue marketing and promoting the City's Economic Development programs for small business development.

Neighborhood Services: Strengthen and maintain the viability of the City's neighborhoods through the development of new, and improvement of existing, retail and service businesses.

Strategy 1 Provide financial and technical assistance to retail and service businesses located in low to moderate income neighborhoods which provide needed goods or services to neighborhood residents.

Activity	5 year goal	Dollars Needed	Sources
Neighborhood Retail Business Assistance	2 projects in NRSA	\$50,000	CDBG
		\$100,000	
		\$50,000	Private
		\$100,000	

Strategy 2 Provide financing for the rehabilitation of older commercial buildings in blighted areas.

Activity	5 year goal	Dollars Needed	Sources
Exterior rehabilitation of commercial Facades	10 buildings in NRSA 40 buildings in non-NRSA 20 total buildings Minimum 10 buildings in NRSA	\$620,000 \$775,000 \$930,000 \$1,162,500	CDBG Private

Workforce Development: Connect unemployed and underemployed low-income persons with the labor force demands of the private sector.

Strategy 1 Increase job readiness and employability of low-income persons, including youth.

Activity	5 year goal	Dollars Needed	Sources
Workforce Investment (WIA) One-Stop Delivery System	1,400 persons To be determined	\$120,000 \$150,000 \$400,000 \$600,000 \$2,000,000 \$2,500,000	CDBG City WIA Partners
Welfare-to-Work Program	200 persons To be determined	\$2,550,000 \$3,187,500	HHS/Labor

Public Policy & Institutional Structure: Strengthen or establish policies, procedures, and institutions that support and maintain economic development efforts in Lincoln..

Strategy 1 Increase the City's economic development capacity by developing a unified organizational structure to replace the current fragmentary approach to economic development.

Strategy 2 Educate local financial institutions regarding the financial and technical needs of small and medium-sized businesses as well as accessing alternate sources of financing.

Strategy 3 Explore the development of a ~~Support~~ Community Development Financials Institution to service servicing the economic development needs in the NRSA.

Activity	5 year goal	Dollars Needed	Sources
Community Development Resources CDFI Loan Fund	10 persons with full-time employment	\$100,000 \$300,000	CDBG Private

Strategy 4 Explore the development of additional forms of technical assistance available to area businesses.

Strategy 5 Identify the workforce needs of local business and industry and the job training and support systems needs (i.e., childcare, transportation, etc.) of potential employees, and encouraging employers to interview and hire low/moderate income persons.

Activity	5 year goal	Dollars Needed	Sources
WIA Board Support	NA	-\$320,000 To be determined	City

Part VIII - Neighborhood Revitalization

City of Lincoln, Nebraska

Consolidated Plan FY 2000 - FY 2003 for HUD Entitlement Programs

issues and focusing resources in neighborhood focus areas.

Other Entities:

Railroad Transportation Safety Board (RTSD) - helps to plan and then funds the implementation of revitalization projects involving railroad safety.

State Department of Roads - assists in funding some transportation projects.

Federal Department of Transportation - assists in funding transportation projects.

Lower Platte South Natural Resources District (NRD) - assists in planning and funding projects and maintenance.

Army Corp of Engineers - Assists in planning and funding projects, principally the Antelope Valley Study.

Neighborhood Associations - A principle partner with the City in the planning and implementation of revitalization projects.

Antelope Valley Partners: The Antelope Valley Major Investment Study was started in 1996 to resolve transportation, flooding, and community revitalization issues in Lincoln's central core neighborhoods, primarily Malone, Clinton, and North Bottoms. This study brought together the city, the University of Nebraska-Lincoln (UNL), the Lower Platte South Natural Resources District (NRD), federal agencies, neighborhoods, and the private sector to discuss concerns and identify solutions in this area. Throughout this process, the Urban Development Department has been actively involved, as a member of the Management Committee, the Community Revitalization Advisory Committee, the Citizen's Advisory Committee, and the City Directors Antelope Valley Committee.

Goals and Strategies

Public Improvements: Provide for the concentration of "high impact" infrastructure improvements in relatively small areas to achieve demonstrable improvements in the short term by increasing confidence and encouraging private investment.

Strategy 1 Implement public improvements projects identified in the action plans for designated neighborhood revitalization target areas and focus areas located in parts of the following neighborhoods: Clinton, Downtown, Everett, Malone, Near South, South Salt Creek, North Bottoms, and Woods Park.

Activity	5 year goal	Dollars Needed	Sources
Public Infrastructure Improvements in Designated Target/Focus Areas.	Completion of identified projects, including sidewalks, Capitol Environs, streetscape, and alleys.	\$673,600 \$1,048,063 \$to be determined	CDBG Other Public

Strategy 2 Provide financing for the redevelopment of older commercial areas, including Downtown.

Activity	5 year goal	Dollars Needed	Sources
Redevelopment projects	4 projects 7 projects	\$824,800 \$536,945 \$15,400,000 \$19,250,000	CDBG Other Public

Strategy 3 Assist low-income homeowners in paying for special assessments on City Council-approved paving districts.

Activity	5 year goal	Dollars Needed	Sources
Payment of special assessments on City Council-approved paving districts	43 very low income households assisted 10 very low income households assisted	\$80,000 \$57,934	CDBG

Removal of Blight: Promote the revitalization of older, established neighborhoods through the elimination of blighting influences.

Strategy 1 Provide financing for the removal of dangerous and substandard secondary structures and dead trees on private property in the NRSA.

Activity	5 year goal	Dollars Needed	Sources
Tree Management/ Demolition of Secondary Structures Programs	47 households 59 households	\$20,000 \$25,000	CDBG

Strategy 2 Implement Closer-to-Home strategies in the Malone, Clinton, Harley, and North Bottoms neighborhoods as identified by the Antelope Valley Study.

Activity	5 year goal	Dollars Needed	Sources
Exterior Housing Repair Program (CHED Loans)	20 households	\$150,000 \$200,000	EDI Grant NHTF (prior year)
Neighborhood Clean-ups	Identification and completion of activities	\$22,500 \$28,125	EDI Grant

Strategy 3 Complete special studies to guide redevelopment in the Antelope Valley Study Area, particularly adjacent to and in between the new creek and roadway.

Activity	5 year goal	Dollars Needed	Sources
Blight & Substandard Determination Study and Redevelopment Plan	Completion of Study and Redevelopment Plan.	\$70,000	EDI Grant
Economic Feasibility Study	Completion of Study.	\$20,000	EDI Grant

Strategy 4 Begin Antelope Valley Community Revitalization projects identified in the Antelope Valley Community Revitalization Plan.

Activity	5 year goal	Dollars Needed	Sources
Antelope Valley Community Revitalization Project	Implementation of projects identified in Antelope Valley Community Revitalization Plan being developed now. Including acquisition of property and site improvements for redevelopment purposes.	\$728,793	CDBG

Public Policy and Institutional Structure: Strengthen or establish policies, procedures, and institutions that support and maintain the revitalization of older areas.

- Strategy 1 Establish and enforce maintenance standards for non-residential structures within the City.
- Strategy 2 Work for the establishment of a public health and safety docket with a single assigned judge within the County court system, including changes with City Attorney's Office to assign one prosecutor to these cases. Further review penalties and processes for handling violations and advocate for changes which will improve judicial mechanisms. This includes exploring issue of mandatory abatement of code violations in addition to fines, pursuing state legislation to require mandatory garbage collection for all rental units, restriction of upholstered furniture in yards and on porches, and expansion of weed ordinance to include volunteer trees.
- Strategy 3 Explore incentives to reducing residential density in older neighborhoods, including tax incentives to de-convert single family dwellings converted to multiples, and increase homeownership and private investment
- Strategy 4 Work toward mitigating parking problems in residential areas around the downtown business district.
- Strategy 5 Establish a mechanism to coordinate the City's Capital Improvements Program with neighborhood revitalization activities. Includes continued work with other city departments, primarily Public Works and Utilities, to improve infrastructure in older neighborhoods, and ensure that the City's core receives its "fair share" of infrastructure dollars.
- Strategy 6 Develop solutions to the issue of ongoing maintenance of streetscape projects in older neighborhoods.
- Strategy 7 Pursue strategies for flood plain management for Salt Creek and Dead Man's Run.
- Strategy 8 Explore the implementation of screening requirements for commercial and industrial uses located in, or abutting, residential areas.
- Strategy 9 Explore new and innovative ways to address crime in older neighborhoods, including training for apartment owners/managers in dealing with troublesome tenants, environmental design standards that increase neighborhood security, additional street lighting/ lighting requirements, and others.
- Strategy 10 Work to establish additional recreational opportunities in central Lincoln, including identifying private sector partners (i.e., churches, businesses) that may have underutilized facilities.
- Strategy 11 Assist in establishing a Community Development Corporation to carry out commercial and neighborhood revitalization in the Antelope Valley Study Area.

Activity	5 year goal	Dollars Needed	Sources
Antelope Valley CDC		\$20,000	EDF Special Project Grant

- Strategy 12 Work with the Joint Antelope Valley Authority (JAVA) (when created) to establish a formal mechanism to review aesthetics and ensure amenities, such as expanded park and recreational facilities, including bike trails, are completed adjacent to the roadway and creek.

Part IX - Community Services and Facilities

City of Lincoln, Nebraska

Consolidated Plan FY 2000 - FY 2003 for HUD Entitlement Programs

Goals and Strategies

Human Services and Programs: Provide a wide variety of human service programs to meet the needs of low-income residents, with emphasis on meeting emergency needs, including those of homeless families and individuals; activities that build self-sufficiency; and social, recreational and cultural opportunities for youth.

Strategy 1 Improve the ability of local human service agencies to provide services to low-income populations by assisting with program costs.

Activity	5 year goal	Dollars Needed	Sources
Community Services Grants	20 programs 21 programs	\$200,000 \$210,000 \$200,000 \$210,000	CDBG Private

Strategy 2 Support a coordinated system of case management services that assists households in becoming self sufficient.

Activity	5 year goal	Dollars Needed	Sources
IRIS Program HMIS Program	Implementation at 20 agencies Implementation at 25 agencies	\$60,000 \$40,000 \$250,000 To be determined	CDBG Woods Charitable Private

Neighborhood and Community Facilities: Support and maintain quality facilities that maximize the use, coordination, and delivery of community services to populations in need.

Strategy 1 Improve ability of local human service agencies to provide services to low-income populations by assisting with improvements/repairs to facilities, emphasizing energy efficiency, ADA, and improvements to correct code deficiencies.

Activity	5 year goal	Dollars Needed	Sources
Public Facilities Improvements Grants	16 facilities	\$200,000 \$330,000 \$200,000 \$330,000	CDBG Private

Strategy 2 Support efforts to develop neighborhood facilities to serve the residents of the NRSA.

Activity	5 year goal	Dollars Needed	Sources
Construction of new City-owned and operated South Central Lincoln Community Center at 13 th and F Sts.	Open in 2001	\$5.5 million \$6,875,000	City
Construction of Northbridge Center for Children and Youth at 27 th and Holdrege Streets by Cedars Youth Services	Open in 2004	\$500,200 \$1,506,550 \$1,641,800 \$850,000	EDI Grant Private Public (TIF)

Public Policy and Institutional Structure: Strengthen or establish policies, procedures, and institutions that will provide and maintain a coordinated community wide mechanism of supportive services for low income households.

- Strategy 1 Provide technical assistance and support, where possible, to the creation of a city-wide coordinated system of case management services.
- Strategy 2 Provide technical assistance and support for a formal mechanism to evaluate the overall funding of human services in the community, and to establish an allocation plan that ensures the most efficient use of existing resources.

Part X - Administration and Planning

City of Lincoln, Nebraska

Consolidated Plan FY 2000 - FY 2003 for HUD Entitlement Programs

Part X Administration and Planning

Cities are allowed to use their CDBG, HOME, and ESG funds to pay "reasonable program administration costs and carrying charges related to the planning and execution of community development activities". For the CDBG program, costs charged to administration are subject to a statutory limitation that not more than 20% of grant funds plus program income may be used. These "administrative" costs fall into three categories:

General Program Administration which generally includes staff and related costs required for overall program management, coordination, monitoring, reporting, and evaluation;

Planning, includes funding for studies, analyses, and data gathering, plan preparation and the identification of actions to implement plans. Planning activities also include costs associated with different types of plans: comprehensive plans; individual project plans; community development plans; capital improvement programs; neighborhood or small area plans; Analysis of Impediments to fair housing choice; environmental and historic preservation studies; and, functional plans, such as plans for housing, land use, energy conservation, or economic development; and,

Capacity Building activities include those designed to improve the city's capacity (or that of its subrecipients) to plan and manage programs and activities for the CDBG program.

Many of the planning activities that will be carried out with CDBG program funds have been identified in Parts V through IX of this plan, within the goal area of Public Policy and Institutional Structure. This section, however, identifies actions related to overall program administration, planning, and capacity building, and resource allocation for these activities in all areas.

Goals and Strategies

General Program Administration: Administer the City's federal grant programs (CDBG, HOME, and ESG) in an efficient and effective manner.

Strategy 1 Provide for the overall administration of federal programs in compliance with federal regulations.

Activity/Program	Goals	Budget	Sources
General Program Administration	NA	\$515,500 \$644,375 \$260,000 \$325,000	CDBG HOME

Strategy 2 Ensure the proper use of federal funds through monitoring and oversight of subrecipients and borrowers.

Program Planning and Development: Further the City's community development, housing, and neighborhood revitalization strategies through program or project planning, administration and oversight, and research of issues critical to implementation of community development activities and initiatives.

Activity/Program	Goals	Budget	Sources
Community Development Staffing	NA	\$1,297,000 \$1,621,250	CDBG
Planning Activities	NA	\$84,000 \$105,000	CDBG

Strategy 1 Maximize the use of Geographic Information System (GIS) activities to document neighborhood needs and conditions and monitor change and program effectiveness.

- Strategy 2** Work with focus and target area neighborhoods to plan and implement neighborhood revitalization activities.
- Strategy 3** Carry out ongoing analyses and refinements to the City's Analysis of Impediments (AI) to Fair Housing, and continue actions to assess the efficacy of strategies to remove barriers to fair housing in the community.
- Strategy 4** Complete special studies to guide redevelopment in the Antelope Valley Study Area, particularly adjacent to and in between the new creek and roadway.

Activity/Program	Goals	Budget	Sources
Antelope Valley Blight Study	NA	\$35,000	EDI Grant
Economic Feasibility Study	NA	\$17,000	EDI Grant

Capacity Building: Strengthen and maintain the viability of the City's older neighborhoods through planning, marketing and leadership development.

- Strategy 1** Ascertain "capacity building" needs of neighborhood associations, and work to establish a mechanism for meeting needs identified.

- Strategy 2** Promote older neighborhoods as attractive and desirable places to live.

Activity/Program	Goals	Budget	Sources
"Heart of Lincoln" Initiative	NA	\$5,000 \$125,215 \$15,000 <i>To be determined</i>	CDBG Private

- Strategy 3** Provide opportunities for leadership training to enable and encourage neighborhood residents to assume a greater role in building their neighborhood, impacting public policy, and becoming involved in the entire community.

Activity/Program	Goals	Budget	Sources
Conference Participation Program	3 persons/organizations/year	\$10,000	CDBG

Public Participation and Information: Further the City's housing, community development and neighborhood revitalization strategies through increased public participation, public information, and technical assistance to community groups and individuals and other City departments.

- Strategy 1** Support, improve, or establish procedures and mechanisms that inform the public and maximize public participation in the community development process.
- Strategy 2** Continue development and distribution of user friendly informational materials that promote the City's Housing, Economic Development, and Revitalization Programs.
- Strategy 3** Provide information that assists private citizens and organizations and government leaders and staff in community development activities.
- Strategy 4** Continue support for the Mayor's Neighborhood Roundtable (for a map of City neighborhoods, see map on the following page).